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**FACTORS AFFECTING JOB STRESS AMONG EXECUTIVE EMPLOYEES AT
A GLC**

By

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**Thesis Submitted To
School of Business Management,
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In Partial Fulfillment of the Requirement for the Master of Human Resource
Management**

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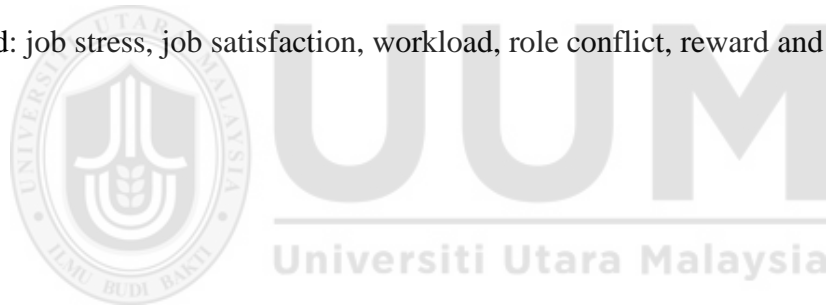
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ABSTRACT

Currently, one of the most serious situations handled by employees is job stress. Stress has been remarked as a cutting-edge the world's disease that develops in various forms in place of work. Stress is an effect of damaging psychological and physical harms that that develop in someone as the effect of failing to adapt to the demand that way beyond the expectation. This study wants to determine whether job satisfaction, workload, role conflict and reward and recognition influence job stress. Data was obtained from 130 employees in Penang, Malaysia. The result were analyzed with Statistical Package for the Social Sciences (SPSS) version 24 indicate negative relationship of job stress with job satisfaction, no correlation of job stress with reward and recognition and positive relationship between workload and role conflict with job stress. The result also showed workload, role conflict and reward and recognition have significant impact on job stress but not job satisfaction. This study contributes to the understanding of factors influencing job stress among employees in the one of the GLC (Government Linked Companies) in Malaysia

Keyword: job stress, job satisfaction, workload, role conflict, reward and recognition



ABSTRAK

Pada masa kini, tekanan di tempat kerja merupakan salah satu masalah terbesar yang harus dialami oleh pekerja. Tekanan di tempat kerja dikatakan penyakit dunia masa kini yang telah merebak ke tempat kerja. Tekanan di tempat kerja membawa implikasi kepada psikologi dan fizikal seseorang pekerja apabila mereka gagal untuk mengatasinya. Kajian ini ingin mengkaji sama ada kepuasan kerja, bebanan kerja, konflik peranan dan ganjaran dan pengiktirafan mempengaruhi tekanan kerja atau tidak. Data kajian diperolehi daripada 130 pekerja di Pulau Pinang, Malaysia. Keputusan dianalisa menggunakan Statistical Package for the Social Sciences (SPSS) versi 24 menunjukkan hubungan negatif antara kepuasan kerja dan tekanan kerja, tiada hubungan antara tekanan kerja dan ganjaran dan pengiktirafan dan hubungan positif antara tekanan kerja, bebanan kerja dan konflik peranan. Hasil kajian juga menunjukkan bahawa bebanan kerja, konflik peranan dan ganjaran dan pengiktirafan mempengaruhi tekanan kerja manakala kepuasan kerja tidak mempengaruhi tekanan kerja. Kajian ini akan menyumbang kepada kefahaman mengenai faktor yang mempengaruhi tekanan kerja dalam kalangan pekerja di salah sebuah syarikat GLC di Malaysia.

Kata kunci: tekanan kerja, kepuasan kerja, bebanan kerja, konflik peranan, ganjaran dan pengiktirafan

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Recently one of the most serious situations handled by employees is job stress (Darus, et al, 2013). Stress has been remarked as a cutting-edge the world's disease that develops in various forms in place of work (Kumar & Yadav, 2014). Stress is an effect of damaging psychological and physical harms that develop in someone as the effect of failing to adapt to the demand way beyond the expectation (Dwamena, 2012; Shahu & Gole, 2008).

Employees' realization of incapable handling the demands at workplace with the occurrence of emotional response is job stress (Malaysian Psychiatric Association, 2009). When job demand and pressures are not align with knowledge and ability, employees tend to have stress (Houtman et al, 2007). According to Noblet et al, (2002) stated that job stress can be deliberated as critical problems that give consequence to organization because it is a risk factor to performance and health of employees.

In general, to encourage creativity and efforts of employees, enough pressure is needed, but if the level of pressure is too much, the encouragement will turn off (Idris, 2011). Besides that, organizations' performance and competitiveness will be affected if extreme stress is beyond the ideal level (Idris, 2011). Above and beyond, lack of motivation and poor health condition can be damage effects towards employees that have stress (Houtman et al, 2007). Chronic illness like stroke, cancer and heart disease can also be

consequences of prolonged stress and automatically affected employees' behavior such as depressed, burnout, unproductive, easy to get angry and absenteeism (Othman, Lamin & Othman, 2014; Beh & Loo, 2012; Alarcon, 2011; Yunus & Mahajar, 2011; Yahaya et.al, 2011; Park, 2007).

As reported in Malay Mail (2016), Dr. Nor Zuraida Zainal, the president of Malaysian Psychiatric Association said by 2020 Malaysian will suffer mental illness that comes from depression due to family and work stress. Dr. Nor Zuraida Zainal also mentioned that from 2011 to 2015, there are 50% percentage increase of depressed patients (Malay Mail, 2016). Ministry of Health statistic also showed that 11.3% of 28.3 million Malaysian are suffering with mental illness and unfortunately, throughout the years, the numbers keep growing (Mansor, 2013). According to Dr. Heidi May, a cardiovascular epidemiologist at the Intermountain Medical Center Heart Institute in Salt Lake City, Utah, USA, heart attack disease was influenced by depression (Medical News Today, 2017). The previous researcher have make a study according to their investigation illness most probably come from the depression which lead to the stress and this declaration have stated in the Malay Mail (2016).

Beside when job stress occur its does not just affect employees but also the organization when organization has to include employees' treatment for stress and well-being in organizational budgeting. Stress will effect expenses in organization because it will related to medical cost. According Palmer et.al, (2004) stated that job stress affect national economy because expenses of sick pay, unproductivity, lawsuit and healthcare

cost. On 2002, USA spent 42 billion for stress cost and the amount increased to 300 billion dollars after four years (Hussain et.al, 2013). Additionally, compared to private sector, stress caused higher cost for employees' absenteeism in public sector (Hussain et al, 2013). Chartered Institute of Personnel and Development (CIPD) (2015), a professional association for human resource management professionals showed a survey on absenteeism that was related with job stress in three different sectors. The results in Table 1.1 highlight the percentages of public sector, private sector and non-profit sector. As shown in Table 1.1, public sector faced higher absenteeism that comes from job stress.

Table 1.1
Change in stress-related absence over the past year (%)

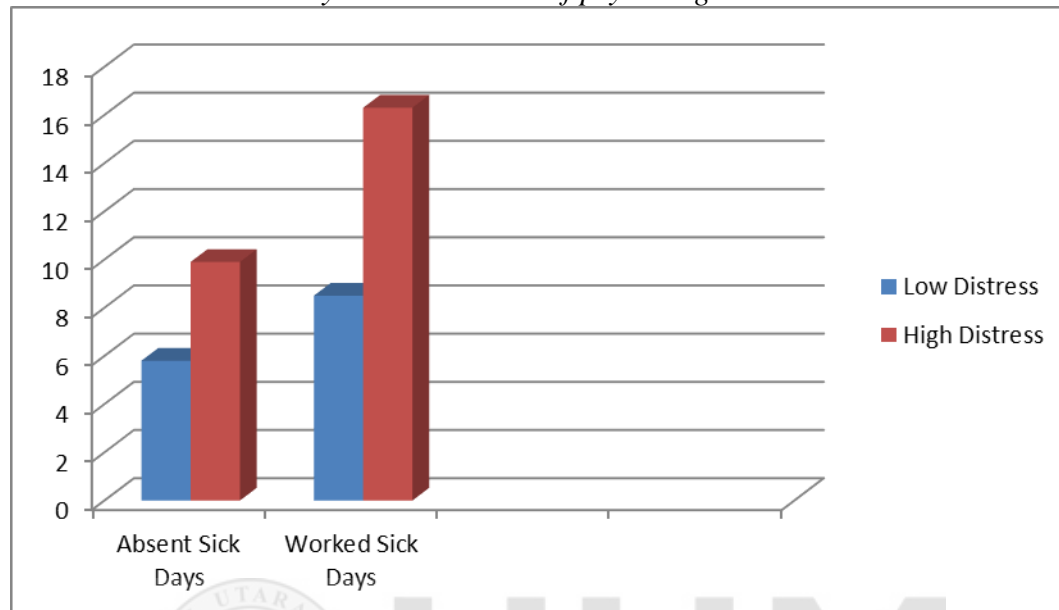
	Increased	Stayed the same	Decreased	Don't know
Respondents	41	39	7	13
Private Sector	36	44	6	13
Public Services	51	27	7	14
Non-Profit Sector	39	44	11	10

Source: CIPD, 2015

At the same time, Graph 1.1 showed factors that influence absenteeism in term of absent and work sick days was based on level of psychological distress. The results in Graph 1.1 indicate that number of both sick days was influenced by high distress (Miller & William, 2015).

Graph 1.1

Absent and work sick days based on level of psychological distress



Source: Miller & William, 2015.

In the meantime, based on Malaysia's gross domestic product, employees' absenteeism cause RM9 billion total lost (Latiff, 2014). This situation will also give impact to the organization and also the employee itself. According to Owolabi et al. (2012) the outcomes of job stress exceeds productivity and quality of employees performance, its' psychological influence inverts into a bad lifestyle habits like smoking, over eating, drinking alcohol and lead to serious chronic diseases like hypertension and heart diseases. Its show stress can cause to the illness of human being. Beside it is also important for top management to identify and recognize sign and cause of job stress because it will lead to negative effect to organization and employees (Yaacob & Long, 2015).

Absenteeism and presenteeism can also be due to work stress. The employee will take leave because of the stress they will be facing at work place. For presenteeism is a situation when employees are present in but are unable to do work because of health issues, concentration loss caused by lack of sleep or stress (Malaysia's Healthiest Workplace AIA Vitality, 2018). In Malaysia's organizations have lost about 73.1 days of work time per employee in a year and employer need to spend about RM2.27 million per year (Malaysia's Healthiest Workplace AIA Vitality, 2018). Hence, it is important for organization to identify and address dangers to employees' on stress situation.

1.2 Problem statement

According to Rajubhai (2014), a comparative study of job stress among government and private employee reported that private sector employee has more job stress than the government employees. Job stress in an organization has a profound impact on various job stressor in the workplace like workload, role conflicts, job satisfaction, reward and recognition and etc.

Therefore the problem statement have been developed through the formal discussion among the executive in one of the GLC company in order to identify type of problem they are facing and the consequence of their problem. Discussion was held among the executive which from the customer service department. During this discussion most of executives do have stress especially regarding the task given and also timeline need to be achieved. They need to supervise three units under their supervision which is customer

service, billing and credit management. They also need to do extra miles work to make their customer loyal with their product. It is because in another eight months there will be a new retailer to enter into this business. Beside that they also need to have engagement with all their stakeholders to ensure their service meet the customer satisfaction. Recently there are new system been implemented in this company which give a lot of problem through the system itself. According to their argument the service to their customer with the process in the system is not align. This situation will lead to more workload which need to be done manually rather than using system. Beside that they all need to supervise their subordinate in every aspect such as their performance, benefit, disciplinary and all regarding rule and regulation of the company need to be follow. On the other hands, a lot of reporting data need to be done every day without failure. Even when they are on leave or attending courses, reporting need to be submit on time. Even they managed to achieve the task given but they still feel unsatisfied and feel too much burden been putting on their shoulder. In additions there is a complaint regarding dissatisfaction with the remuneration received is unjustifiable with the responsibilities. The failure on their subordinate performance and fatal happen will also reflect the executive KPI. They also share their unsatisfied on the item in the KPI which seem to them is not fair and difficult to achieve which is beyond their control.

This situation can lead to role conflict where role conflict happens when there are contradictions between different roles that a person takes on or plays in their everyday life. In some cases, the conflict is a result of opposing obligations which results in a conflict of interest, in others, when a person has roles that have different statuses, and it

also occurs when people disagree about what the responsibilities for a particular role should be. According to most of the executive they do have a pressure in daily work and indirectly they did admit they having stress with their work.

From the discussion the conclusion can be made that they are having problem with their work which are too much workload is given and it is beyond their control. They will still complete their task but on the other hand their unsatisfying feeling still have, they also feel their work is not according to their job description and lastly they also not really satisfy with the reward which is not imbalance with their works. The above problem occur in this company can be related to the previous study by the researchers which stated as below. Excessive stress on employees also may lead to exhaustion, prone to do mistake, easily injured and absenteeism (Health Care Advocate, 2009). As a consequence, depression that caused by stress may also lead to heart disease (Medical News Today, 2017).

The rise of job demands on employees was due to today's challenging world and automatically leading to job stress (Yadav & Kumar, 2014). Organization also was affected by job stress that involves more cost to spend (Wah, 2014). According to Tan Sri Lee Lam Thye, by 2020, Malaysian will suffer depression that will lead to mental illness caused by family and work stress (The Star, 2018). This will bring harms not just to employees but another human being. That will become a serious problem to be faced in the future.

Stress is also connected to resources and demand. According to Ali et al. (2014), demands are situation, expectation and circumstances that exist in the organization whereas resources are sources that are used to meet the job expectation. If resources are enough to achieve the demand, level of stress will decrease (Ali et al, 2014). As reported in The Star (2017), World Health Organization mentioned that less of support in the workplace and not having any sense of control over work contribute to stress. Datuk Dr Andrew Mohanraj, president of Malaysian Mental Health Association urged organization to take mental health issues of employees seriously because negative behavior and emotional meltdown are usually related to job stress (The Star, 2018).

It is believed that workload, role conflict and lack of rewards and recognition influence job stress. Meanwhile job satisfaction will avoid employees' job stress. Cooper et al, (1989) stated that job stress will create high level of job dissatisfaction because when there is job dissatisfaction, job stress will occur. Low level of stress influence job satisfaction because when employees feel satisfied with the job, they tend to not have stress related to work Klassen and Chiu (2010). Besides that, when employees were exhausted, cannot accomplished the goal, lost the self-efficacy and self-esteem, which can be conclude as job satisfaction, employees tend to have greater stress (Skaalvik & Skaalvik, 2015). Employees that have higher stress have low job satisfaction than those that have experience low stress (Reilly et.al, 2014).

Meanwhile Houdmont, Cox and Griffiths (2010) found that workload cause stress and lead to mental problem. Heavy workload even for a short-term period can cause additional stress to an individual and if it is prolonged, it also can bring serious damage to the well-being of the employees and sustainability of the company (Ishak, 2013). If the employees had to do too much work, they will become stressed (Saha, Sinha & Bhavsar, 2011). Besides that, Catano et al. (2010) revealed that Canadian academician were experiencing high level of stress because of the high level of workload. Moreover, research by Yunus and Mahajar (2011) indicated that workload have significant positive relationship with job stress.

According to Yahaya et al. (2015) role conflict influence job stress and also can bring harm to physical and psychological health. Steiner and Woolredge (2015) also found that higher levels of role conflict influence job stress among the prison officers. Ali et al. (2014) also found that workload, role conflict and poor monetary rewards influence job stress among employees. Hence, prior research showed that role conflict influence job stress.

The last stressors could be reward and recognition. The effort-reward imbalance model by Siegrist and Peter (1996) suggested that low rewards including recognition, salary and career promotion, and incongruity between effort at work and level of commitment will lead to stress (Siegrist & Li, 2016). Research model by Hackman and Oldham (1976) also proposed that fairness of rewards has a direct influence on job stress (Chen & Lien,

2011). Besides that, perception of appropriate rewards, professional recognition and appreciation also resulted to less fatigue, which is one of the symptoms of job stress (Adriaenssens, 2010). Less of reward is a resilient factor of job stress as it mirrors an inequality between costs and achievements that can become a cumulative source of frustration and distress (Demerouti et al, 2000; Fahlén et al, 2006; Siegrist, 2008; Adriaenssens, 2010). On top of that, Catano et al. (2010) found that unfairness rewards affect employees' job stress. Unfairness rewards is employees' perception of unfair reward distribution such as rewards that do not match employees' effort, responsibilities or experience (Catano et al, 2010). Limm et al. (2011) also concluded that when employees give high effort at work but receive low reward, job stress will occur. Therefore, previous studies showed that rewards and recognition influence job stress.

1.3 Research questions

After above problem statements have been indicated, the emerged research questions are as follows:

- a) Does job satisfaction influence job stress?
- b) Does workload influence job stress?
- c) Does role conflict influence job stress?
- d) Do reward and recognition influence job stress?

1.4 Research objectives

Precisely, below are the objectives of the study:

- a) To examine whether job satisfaction influence job stress.
- b) To determine whether workload influence job stress.
- c) To investigate whether role conflict influence job stress.
- d) To identify whether reward and recognition influence job stress.

1.5 Scope of study

This study been make at ones of GLC (Government Linked Companies) Malaysia. This corporate company is allocated in Penang. Under Penang there are six branches which is at Anson Road, Bayan Baru, Gelugor, Seberang Jaya, Bertam and Nibong Tebal. Employees that are in executive level in corporate office are the sample in this study. The reason why private sector was chosen instead of public sector was because private sector is more towards profit-oriented and probability for employees to have higher stress due to job demands is higher. The study was conducted only for four months due to time constraint.

1.6 Significance of study

This study makes several key contributions to the management literature that will add value to the job satisfaction, workload, role conflict, reward and recognitions and job stress. The findings of this research add more information of job satisfaction, workload,

role conflict, reward and recognitions and job stress. Understanding the relationship between job satisfaction, workload, role conflict, reward and recognitions and job stress among employees in the company in Penang, Malaysia will increased more information on this variables in this study . A practical understanding on the current level of job stress among employees in the corporate company in Penang will provided a better picture of the changes that need to be done to achieve the organizational goals examine by this study. This study's recommendations would help companies to enhance the ways of reducing job stress among employees.

1.7 Definition of key terms

1.7.1 Job Stress

Job stress is a particular individual's awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the work setting. (Parker & DeCotiis, 1983).

1.7.2 Job Satisfaction

Job satisfaction refers to employees' attitudes or opinions toward the job itself or the relevant environment and to their overall emotional response to their job roles. (Schriesheim & Tsui, 1980)

1.7.3 Workload

Workload simply represents the sheer volume of work required of an employee. (Spector & Jex, 1998)

1.7.4 Role Conflict

Role conflict is defined in terms of the dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance. (Rizzo et al, 1970).

1.7.5 Reward and Recognition

Reward and recognition is an activity to reward employees for their commitment to the organizations. (Spector, 1985)

1.8 Organization of the Study

This is the first chapter in the research. In this chapter, it briefly explained about the introduction to this research, which offers a general introduction to the problem areas. In addition, the background of the study and the problem statement has also been discussed. This subtopic shows the issue of this problem and the need for it to be addressed. Then, this chapter also outlines the research questions, the objectives of the study, significance of study, scope of study, followed by the definition of the terms and eventually presents the research structure.

Chapter two provides a general revision of the previous article associated with this research. It also incorporates the reviews in detail regarding the involvement of duties and also discusses all the elements that contribute to job motivation.

Chapter three shows the theoretical framework, which include factors that influence the work motivation. This chapter also explains the evolution of the research hypothesis. This section explains the method used by the researcher in this study, the research design, measurement parallel with data collection procedures and data analysis techniques.

Chapter four discusses the results of the study. The findings are transformed into tables for easy interpretation. There are a lot of measurements used to obtain results which establish the legitimacy, reliability tests and so on.

Chapter five discusses the interpretation of the research findings and conclusions followed by issue-based research and a final recommendation which is to be in accordance with the interests of research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

A review of the literature that is connected to the research topic will be present in this chapter. Based on the literature, framework and hypotheses on the relationship between job stress, job satisfaction, workload, role conflict and rewards and recognition will be formed. This chapter concludes with summary of the discussion and a brief preview of the subsequent chapter.

2.2 Definition of Concept

The following sections review the definition and conceptualization of job stress, job satisfaction, workload and rewards and recognition.

2.2.1 Job Stress

Parker & DeCotiis (1983) agreed that stress can be defined as individual's awareness of feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace setting. The result of connection between the individual and various types of pressures can create stress (Cooper et.al, 1989). Finney et al. (2013) believed psychological distress that rises from individual and organizational stressors in the

workplace is job stress. Stress also can be defined as the unpleasant and negative feeling that derived from parts of someone's job (Santos & Eger, 2014). While according to Ahmad et.al, (2009) and Hussain et.al, (2013), stress can be define as a response to an outer situation that leads to psychological, physical or behavior deviations to the organizational. Hussain et.al, (2013) also agreed that when an individual are unable to fulfill the demand, stress will occurs.

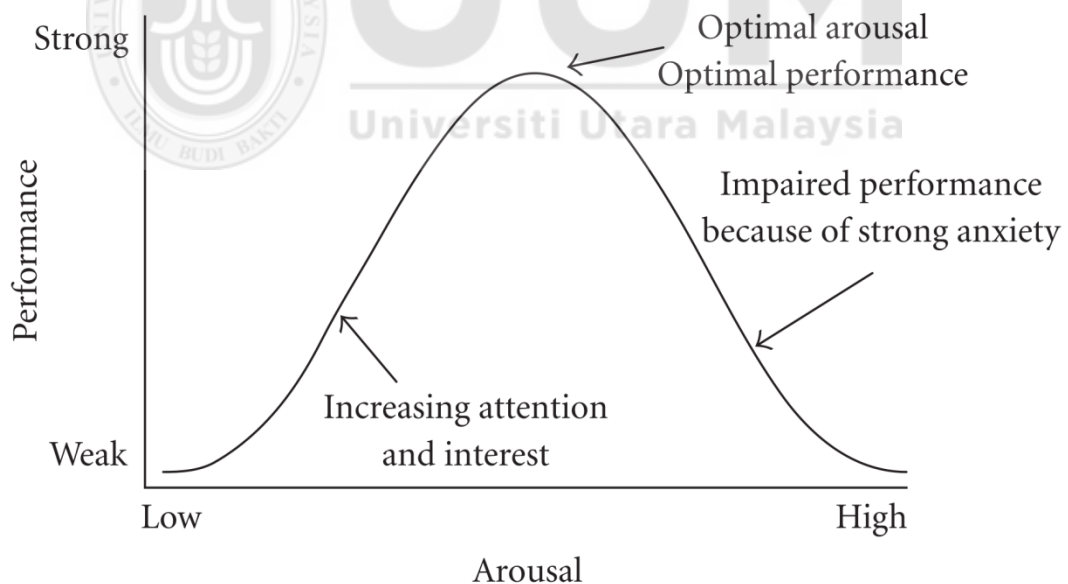
In physical science, stress is a force that placed on an object that will result in damage, breaking or bending. While in human being situation, Mansoor et al. (2011) agreed that to describe the bodies' responses whether the demand is favorable or not, the term stress were frequently used. While in 1999, National Institute for Occupational Safety and Health (NIOSH) concluded that when the requirement of the job does not match the ability, facility or needs of the employee, stress can be harmful to physical and emotional responses of the employees. According to Colligan & Higgin (2005), the employee's personal behavior, resources of the stressor and features of the stressor have direct relationship with stress. Poor salary packages, mistreatment of the superior and long working hours are examples of causes of stress (Hussain et al, 2013).

According to Selye (2013), stress also can be good to personal growth, development and mental health of an individual. However, excessive and prolonged stress can lead to many bad outcomes. Excessive and prolonged stress may affect individual health, productivity and quality of life (Zimbardo et al, 2003). Besides that, stress also may lead

to development of negative emotion such as anger, hatred and hopeless, health problem such as ulcers, asthma, insomnia and heart disease and most importantly affect the job performance of the individual (Hussain et al, 2013; Mukambika & Kotian , 2016).

Undeniably, there are two types of stress which are eustress (good stress) and distress (bad distress) (Selye, 2013). Figure 2.1 illustrates the stress psychological U-Model or as known as Yerkes-Dodson Law determine how eustress and distress influence employees' job performance.

Figure 2.1
Yerkes-Dodson Law



Source: Teigen (1994).

According to Selye (2013), positive stress or good stress can also be called as eustress. When stress occurs and the individual consider it as a challenge is a positive stress (Selye, 2013). For example, when an individual feel the stress, he or she use the stress as a challenge to become more productive in delivering the task and enhance their performance. When the employee was undergoing high level of stress, they probably were relying on their own way to cope with the stress to achieve their goals (Byron et al, 2016).

On the other hand, distress can be defined as a negative reaction towards stress and view the stress as a bad influencer (Selye, 2013). According to Colligan & Higgin (2005), distress happens when the individual thinks about the unpleasant pressure and unfavorable event that produce frustration.

As a result, certain employees will be in despair and just endure the stress, while, some employees will try to find the answer to deal with the high-stress problems (Byron et al, 2016). It is very important for employees to have stress because it will encourage them to be productive (Dwamena, 2012). However, too much stress will create poor health and perturbations that can affect the productivity of the employee (Colligan & Higgin, 2005; Dwamena, 2012). Individual with stress usually felt unhappy, worry, tired, encounter headache and always angry all the time (Olusegun et al, 2014). Therefore, manageable stress is a must in order to stay healthy because stress is a normal thing to experience (Manzoor, Awan & Mariam 2012).

Murphy (1995) described that job stress has five types namely as (1) factors unique to the job, (2) role in the organization, (3) career development, (4) interpersonal work relationships and (5) organizational structure. All five classifications showed that stress exactly happened if there are dispute between employees, burden of the job demands towards employees and job resources' shortage (Murphy, 1995).

Parker and DeCotiis (1983) also have divided stress into two groups namely work content and work context. In terms of work content, stress usually related to participation and control, workload and work-pace, working hours and job content (Parker & DeCotiis, 1983). While in work context, things that are usually related to stress are career development, interpersonal relationship, organizational role, work-home interface and organizational culture (Parker & DeCotiis, 1983).

This study follows conceptual definition of job stress by Parker and DeCotiis (1983) that defined it as individual's awareness of feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace setting.

2.2.2 Job Satisfaction

According to Schriesheim and Tsui (1980), job satisfaction refers to employees' attitudes or opinions toward the job itself or the relevant environment and to their overall emotional response to their job roles. Job satisfaction also can be defined as reaction of

an employee towards him or her work environment (Carrell et al, 1998). Hence, an employee might be dissatisfied when he or she get things contradict of something they should get (Carrell et al, 1998). Positive job experience will give positive emotional state also can be a definition job satisfaction (Locke, 1976). Job satisfaction also can be an employee feeling towards his or her job either positive or negative (Spector, 1997).

As a result, in organizational psychology research, job satisfaction has become one of the most widely researched topics (Keung-Fai, 1996). Ghazzawi and Smith (2009) agreed that by 1990, twelve thousand studies have been done in print about job satisfaction. Job satisfaction has become an issue because it affect employees' absenteeism, job effort, productivity and many more (Wright et.al, 2007; Krishnan & Singh, 2010). A productive employee will have high job satisfaction (Basset, 1994).

Job satisfaction comes into two types namely intrinsic and extrinsic (Herzberg, 1966). Outer factors or maintenance factors such as reward and recognition that motivate an individual are called extrinsic while intrinsic is motivators such as self-improvement and self-fulfillment that is within an individual itself (Herzberg, 1966). Job satisfaction also comes from two main factors which are organizational and personal factors (Spector, 1997). Personal factors can be intrinsic motivators of the employees such as skills, personal growth and responsibility (Kabir & Parvin, 2011). While organizational factors such as colleague relationship, working environment and salary are extrinsic factors of

the employees (Gawel, 2008). Amusingly, compared to the intrinsic part, extrinsic part could inhibit dissatisfaction (Herzberg, 1966).

According to Sangwan (2013), prior literatures have listed numerous factors as causes of individual job satisfaction. Researchers such as Lee and Chang (2008), Singh and Singh (2009), and Singh and Jain (2013) relate job satisfaction with type of organizational culture. Meanwhile Galup et al. (2008) and Alafi et al. (2013) relate whether job characteristic will give impact to job satisfaction or not. Certain researchers such as Singh and Singh (2009) and Saeed et al. (2013) investigated whether job satisfaction influence job stress levels or not. Zhou and George (2001) agreed that if an employee is dissatisfied, he or she probably will work even harder to improve the situation and in a result, he or she might perform better than normal.

This study follows conceptual definition of job satisfaction by Schriesheim and Tsui (1980) as employees' attitudes or opinions toward the job itself or the relevant environment and to their overall emotional response to their job roles.

2.2.3 Workload

Murphy (1995) agreed that workload can be defined as a job requirement that surpass the skill, knowledge and capacity of an employee. According to Maslach et al. (1996), burnout has a continuing relationship with increasing workloads especially emotional

breakdown. Usually, people that exposed to stress are those that do not have enough time and support to recuperate from work demands. Workload usually affect employees' performance and organization need to balance the workload in order to maximize the employees' performance (Maslach et al, 1996).

Workload also can be defined as having to complete too much work within limited time (Montgomery et al, 1996; Berntsson et al, 2005; Rahim et al, 2010; Eswari & Saravanan, 2011) Workload is happening when capacity level of an individual is exceeded, it will create pressures in doing work (Kumar & Narayanan, 2016). If the demands are larger than the resources, the pressure from the workload will be created (Kumar & Narayanan, 2016). Mental, physical and behavioral problems may derive if the pressure occurs for a long time without break (Manzoor et al, 2012). Aside from employees' performance, behavior patterns such as absenteeism and early retirement may also arise (Jamal, 1990). Boyle et al. (1991) agreed that workload ranked number four to influence stress while Kamaruddin (2007) found that workload ranked as number five.

This study follows conceptual definition of workload as proposed by Murphy (1995) as a job requirement that surpass the skill, knowledge and capacity of an employee.

2.2.4 Role Conflict

Role conflict can have many different effects on the work-life of an individual as well as their family-life. In a study in Taiwan, it was found that those suffering from role conflict

also suffered greatly in their work performance, mainly in the form of lack of motivation. Those with role conflict did not do more than the bare minimum requirements at work. There was also a decline in the ability to assign tasks. Having multiple roles will often lead to stress and job dissatisfaction.

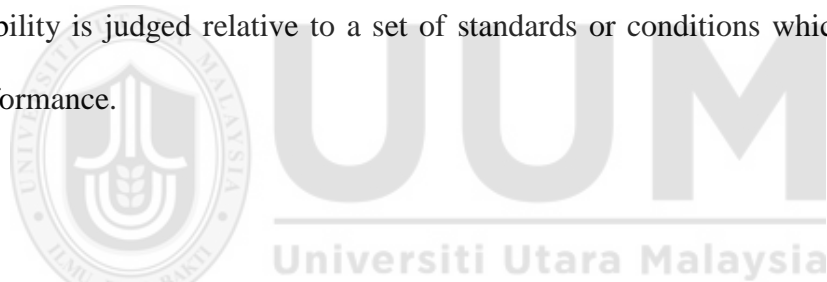
Role conflict can have positive and negative effects depending on its nature (cf. De Wit *et al.*, 2012). Role conflict is one of the stressors that were created by conflicting expectation and work demands (Idris, 2011). Role conflict is the most influencing factors of job stress and occurs when at least two conflicting job factor pressure the person (Wu & Norman, 2006).

Role conflict happens if there is inconsistency between those who perceived by the role senders and expected behaviors perceived by the person (Katz & Kahn, 1978). Besides that, role conflict also occurs when there is lack of communication in inconsistent jserious cardiovascular problem like high blood pressure was resulted by role conflict.

Boles and Babin (1996) agreed that the feeling of employee in incompatibility in job requirements involves with role conflict. Role conflict arise if employees was pressured to take actions in something that they are not used to do or afraid by supervisors' suggestion that is inconsistent with customers' demand (Boles & Babin, 1996). Role conflict also happened within multiple roles or a single role when there conflict in demands exist either internally or externally (David & Catherine, 2003).

Intra-role and inter-role conflict may consist when there is thought of only work-family conflict that simplify the concept of role-conflict (David & Catherine, 2003). Intra-role conflict occurs if there is lack of agreement between expectations for a specific role to the occupants (David & Catherine, 2003). Meanwhile inter-role happens when pressures by another role is mismatched by pressures in one's role (David & Catherine, 2003).

This study follows conceptual definition of role conflict by Rizzo et al. (1970), where they defined role conflict in terms of the dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance.



2.2.5 Rewards and Recognition

According to Spector (1985), reward and recognition is an activity to reward employees for their commitment to the organizations. Herzberg and Mausner (1959) agreed that reward, recognition and achievement are important components of motivation. The superior must find out ways to reward the employees by considering the dissimilarity of character of the employees and their reaction towards their reward and recognition (Green et al, 2000). According to Mcrill (2011), there are two kinds of rewards: extrinsic rewards which provide extrinsic motivation which in turn encourage better performance and intrinsic rewards which likewise promote intrinsic motivation which lead to better performance. Employees that seek for intrinsic rewards are probably to be professionally

oriented meanwhile employees that want extrinsic rewards are more probably to be bureaucratically oriented person (Sejjaaka & Kaawaase, 2014). According to Holbeche (1998), pay and promotion are necessary to motivate employees. Even though justice and relevancy is necessary, top management should avoid de-motivation of the employees at all cost (Holbeche, 1998). Reward system can avoid de-motivation of the employees when there is lack of opportunities to be promoted (Holbeche, 1998).

On the other hand, recognition also can be either monetary or non-monetary or known as contingent rewards (Spector, 1985). Recognition is one of the ways to motivate employees (Green et al., 2000). Simple recognition by saying “thank you” after some help or “well done” after some accomplishment can also be one type to appreciate or recognize the employees (Green et al, 2000). De-motivation could be avoided if employees get appreciation and recognition (Green et al, 2000).

2.3 Hypotheses Development

2.3.1 Relationship between job satisfaction and job stress

Cooper et al. (1989) stated that job stress will create high level of job dissatisfaction. The result showed that when there is job dissatisfaction, job stress will occur. As stated by Klassen and Chiu (2010) in the research, there are negative relationship between job satisfaction and job stress. The result of the research showed that low level of stress

influence job satisfaction. When employees feel satisfied with the job, they tend to not have stress related to work.

Skaalvik and Skaalvik (2015) found that level of employees' job satisfaction were influenced by stress. The result showed that when employees were exhausted, cannot accomplished the goal, lost the self-efficacy and self-esteem, which can be conclude as job satisfaction, employees tend to have greater stress (Skaalvik & Skaalvik, 2015).

Reilly et al. (2014) also found that stress negatively correlate with job satisfaction. Employees that have higher stress have low job satisfaction than those that have experience low stress (Reilly et al, 2014). As supported by Borg and Falzon (1989), decreased of job satisfaction was led by increased job stress. In the same vein, Trivellas et al. (2013) also found that there is a negative relationship between job satisfaction and stress. Most past researchers (Blegen, 1993; Stewart & Arklie, 1994; Healy & McKay, 2000; Lu, Chang & Wu, 2007) also reported that there were negative relationship between job stress and job satisfaction. Therefore, as concluded by prior researches, thus the below hypothesis is formulated:

H1: Job satisfaction does influence job stress.

2.3.2 Relationship between workload and job stress

Montgomery, Blodgett and Barnes (1996) hypothesized that salesperson experienced higher levels of stress because of the workload. Competitions in the workplace and work demands to achieve more also create stress to the salesperson (Montgomery, Blodgett & Barnes, 1996). Meanwhile Houdmont, Cox and Griffiths (2010) hypothesized that workload cause stress and lead to mental problem. Heavy workload even for a short-term period can cause additional stress to an individual and if it is prolonged, it also can bring serious damage to the well-being of the employees and sustainability of the company (Ishak, 2013).

Saha, Sinha and Bhavsar (2011) also hypothesized that workload influence work stress among the healthcare staff. If the employees had to do too much work, they will become stressed (Saha, Sinha & Bhavsar, 2011). Furthermore, Abbas and Roger (2013) hypothesized that workload have positive relationship with work stress amongst the lecturer. Extra administrative works, time constraint, impractical deadlines and increasing number of student enrollment increased the lecturers' workload and automatically creating stress (Taris & Feij, 2004; Gillespie et.al, 2001). Besides that, Catano et al. (2010) revealed that Canadian academicians were experiencing high level of stress because of the high level of workload. Moreover, research by Yunus and Mahajar (2011) indicated that workload have significant positive relationship with job stress. Ali et al. (2014) also found that workload, role conflict and poor monetary rewards influence job

stress among employees. Therefore, from the prior researches, this study developed the below hypothesis:

H2: Workload does influence job stress.

2.3.3 Relationship between role conflict and job stress

A research by Shirom et al. (1973) concluded that role conflict influence job stress of the employees. While a research in Poland by Lobodzinska (1996) found that role conflict influence job stress among elementary school teachers and bankers. Yahaya et al. (2015) hypothesized that role conflict influence job stress and also can bring harm to physical and psychological health.

Besides that, Montgomery, Blodgett and Barnes (1996) hypothesized that role conflict influence job stress among the salesperson. Steiner and Woolredge (2015) also hypothesized that higher levels of role conflict influence job stress among the prison officers. Moreover, Athanasios and Ioanna (1998) also found out that role conflicts lead to stress among nurses.

Adding to the facts, Murphy (1995) agreed that employees' level of responsibility in the office is employees' role in the organization. Therefore, when an employee needs to multitask from multi supervisor, it will lead to stress (Colligan & Higgin, 2005). Ali et.al,

(2014) also hypothesized that workload, role conflict and poor monetary rewards influence job stress among employees.

Numerous researchers (Barnett & Gareis, 2006; Westman, 2001) concluded that role conflict have significant relationship with job stress. Decreasing in the job performance and increasing in job stress will occur when there are increasing in role conflict (Ling, 2014). Therefore, from the previous study, the below hypothesis was developed:

H3: Role conflict does influence job stress.

2.3.4 Relationship between rewards and recognitions and job stress

Finney et.al, (2013) hypothesized that reward and recognition at workplace have positive relationship with job stress. Career development as a reward or recognition also can affect employees' stress in doing job (Finney et al, 2013). Besides that, Yoon and Kim (2013) also concluded that lack of reward is related to job stress. Job insecurity, surface acting, marital status and lack of reward derived the depression symptoms that resulted from job stress (Yoon & Kim, 2013).

The effort-reward imbalance model by Siegrist and Peter (1996) suggested that low rewards including recognition, salary and career promotion, and incongruity between effort at work and level of commitment will lead to stress (Siegrist & Li, 2016). Research model by Hackman and Oldham (1976) also proposed that fairness of rewards has a

direct influence on job stress (Chen & Lien, 2011). Besides that, perception of appropriate rewards, professional recognition and appreciation also resulted to less fatigue, which is one of the symptoms of job stress (Adriaenssens, 2010). Less of reward is a resilient factor of job stress as it mirrors an inequality between costs and achievements that can become a cumulative source of frustration and distress (Demerouti et al, 2000; Fahlén et al, 2006; Siegrist, 2008; Adriaenssens, 2010).

On top of that, (Catano et al, 2010) found that unfairness rewards affect employees job stress. Unfairness rewards is employees' perception of unfair reward distribution such as rewards that do not match employees' effort, responsibilities or experience (Catano et al, 2010). Limm et al. (2011) also concluded that when employees give high effort at work but receive low reward, job stress will occur. Therefore, previous studies showed that rewards and recognition influence job stress. Thus it is hypothesized that:

H4: Rewards and recognition do influence job stress.

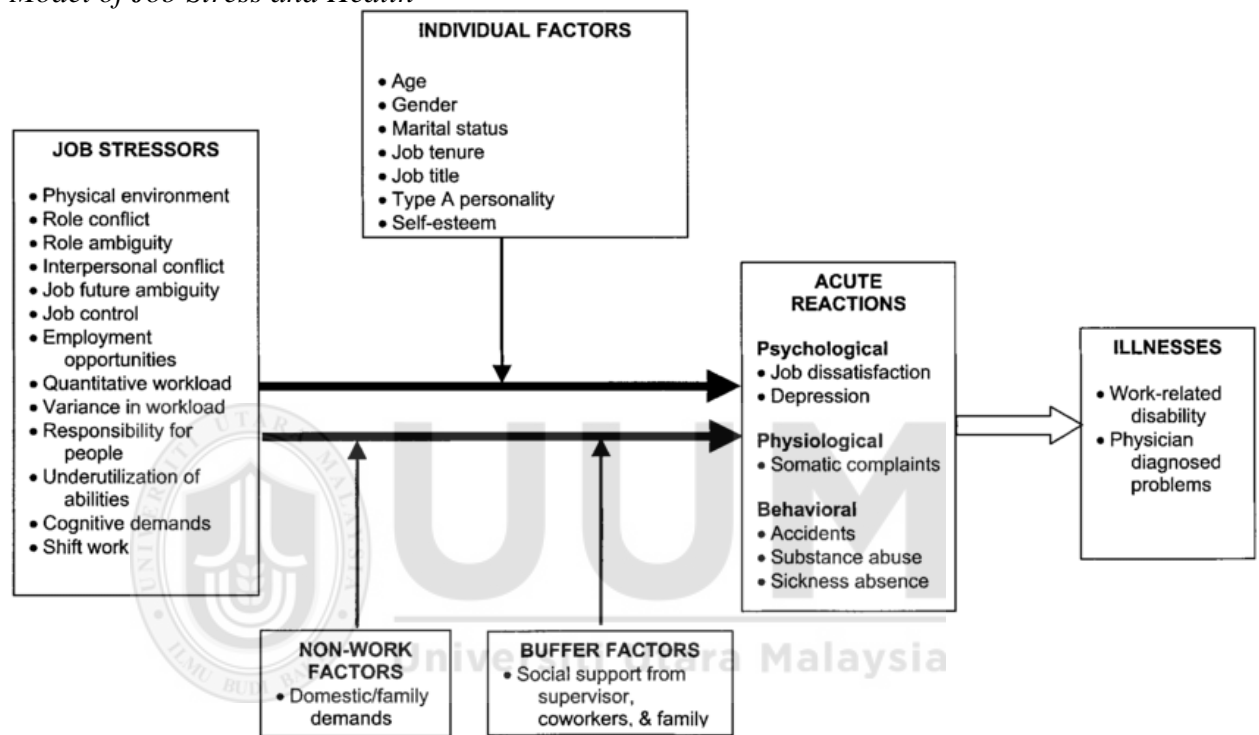
2.4 Related Theory

2.4.1 Model of Job Stress and Health

Job stress and health model was originally proposed by Hurrell and McLaney (1988) and later been developed by Levi and Kagan (1971), Levi (1972) and latest by Cooper and Marshall (1976) that provided a main framework to understand how job stress will affect health. The model in Figure 2.2 showed the main features of job stress and health. The

model showed that job stressors lead to serious reactions and later resulted to some chronic disease. Based on the figure, those job stressors are listed as single in category but it also can be divided into several categories.

Figure 2.2
Model of Job Stress and Health



Source: Hurrell and McLaney (1988)

Job stressors can be classified into five main classes namely intrinsic to the job, role in the organization, relationships, career development and climate or organizational structure (Cooper & Marshall, 1976). Other categories in the figure represent the moderating factors that influence job stress and health relationships. Those factors are personal characteristic, non-work factors and buffer factors. Those factors can strengthen or weaken the relationship between job stress and health outcomes.

Basically, job stress and health model has three noteworthy features that create significant relationship with stress. The first feature is job stressors. Job stressors are the essential influences that contribute to employees' stress. The second feature is the individual factor and the last feature is buffer effect of employees' stress.

Job stress and health model can become the theoretical framework in this study because this study used four important factors influencing employees' job stress. The first independent variable in this study is job satisfaction which falls into acute reaction categories. As mentioned in the hypothesis, this study wants to examine whether job satisfaction influence job stress or not. As seen in the figure, job dissatisfaction can be the outcome of job stress.

The second independent variable in this study is workload. Figure 2.3 showed that quantitative workload and variance in workload fall into job stressors. As mentioned in the hypothesis, this study wants to investigate either workload influence job stress or not. Role conflict is the third independent variable in this study. Similarly like workload, role conflict also falls into job stressors categories in the figure. As proposed by the model, this study also wants to determine whether role conflict influence job stress or not as hypothesis 3. The last independent variable is reward and recognition. Therefore, job stress and health model explains the research framework of this study.

2.4.2 Model of Effort-Reward Imbalance

Effort-Reward Imbalance model was initially introduced by Siegrist et al. (1986). The effort-reward imbalance model was original from medical sociology and highlights both the reward given by the organization and effort given by the employees (Marmot et.al, 1999). Imbalance between high effort and low reward may lead to “active distress” state (Siegrist et al 1, 1986).

A reciprocal relationship between rewards and effort given at work is inspiring the model (Vegchel et al, 2005). Job demands or responsibilities imposed upon employees signify efforts. Meanwhile career opportunities, esteem, money and job security are types of organizational rewards given to the employees. More precisely, effort-reward imbalance model represents a mutual scarcity between “gains” and “cost” because the model was characterized by high efforts and low rewards (Vegchel et al, 2005). This imbalance may lead to stress. As showed in Figure 2.3, the model explains how rewards and recognition will influence employees’ job stress.

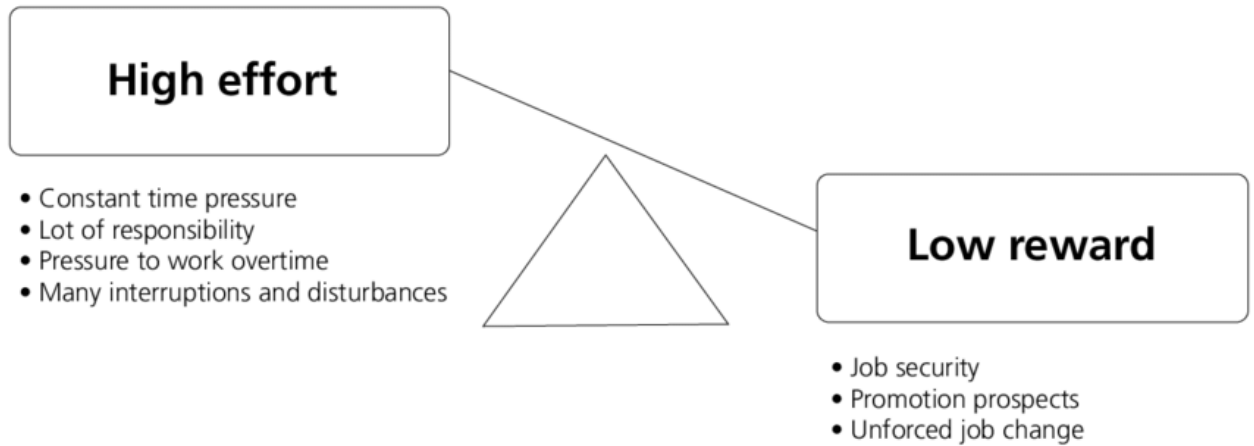


Figure 2.3

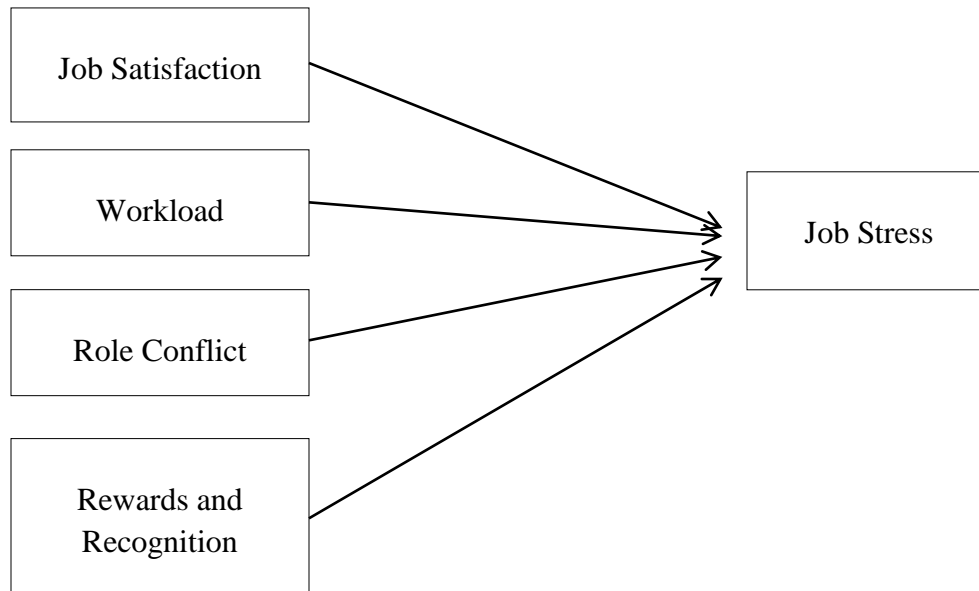
Effort-Reward Imbalance Model

Source: Siegrist et.al, (1986).

2.5 Research Framework

Based on the review of the literature, the conceptual framework for this study is presented in Figure 2.4. The purpose of framework is to represent the relationship between the independent variables namely job satisfaction, workload, role conflict, workload and dependent variable namely job stress. Based on previous findings, it showed that workload, role conflict and rewards and recognition have significant relationship with job stress. Meanwhile job satisfaction does not have significant relationship with job stress.

Figure 2.4
Research Framework



2.6 Conclusions

This chapter discuss the literature review, theoretical framework and hypothesis development. The discussions focus on one dependent variable and three independent variables that support this study. The procedure and research method will be discussed in the next chapter.

CHAPTER 3

METHOD

3.1 Introduction

This chapter presents an overview of research design, population and sample, research instrument, data collection procedure and data analysis techniques used.

3.2 Research Design

According to Nicholas (2011), research methods are the ways or techniques to do research like analyzing information to come out with conclusions. Nicholas (2011) also agreed that different research design is carried by different types of research. For examples, there are historical research, descriptive research, correlation research, comparative research and experimental research. Objective of the research will determined the type of research design in the research methods. Correlational research was chosen in this study because it examine whether job satisfaction, workload, role conflict and reward and recognition influence job stress. Zikmund et al. (2013) agreed that correlational study could provide an understanding of the relationships between variables in a study.

Besides that, this study also use cross-sectional design where Zikmund et al. (2013) agreed that cross-sectional design will collect data at a specific time. This study also used

cross-sectional design because it involves a large number of participants. Cross-sectional design is used when there are a large number of participants involved in the study (Sekaran & Bougie, 2013). Cross-sectional design also saves a lot of resources such as energy, money and time because the data collected within the short time to achieve the research objectives (Sekaran & Bougie, 2013).

According to Nicholas (2011), in research method, there are two types of data namely primary and secondary data. Nicholas (2011) also specified that primary data can be collected by four types which are measurement, observation, interrogation and participation. Meanwhile secondary data is an explanation of the primary data (Nicholas, 2011). He also agreed that data are divided into two other categories namely qualitative and quantitative data. Zikmund et al. (2013) agreed that quantitative data determines the meaning or quantity of the research in numbers and used statistical test to analyze the data. In this study, statistical analysis is used to examine the level of job stress among executive in the corporate company. This study also used questionnaires in collecting data that have been adapted from previous studies as suggested by Zikmund et al. (2013).

On the contrary, qualitative technique cannot be measured by numbers but were expressed in words (Nicholas, 2011). In qualitative study, applicants gave their own opinion, view and understanding about the problems either through recorded interview or texts (Zikmund et al, 2013). For example, a qualitative researcher may view the employees' perceptions of the factors influencing job stress. However, qualitative

technique uses a small number of applicants that cannot be applying to the entire population (Zikmund et al, 2013).

Data collection in this study was done by using questionnaire as an instrument. The first reason is because questionnaire allows the researcher to collect data from a large sample. Questionnaire is used in a research because it can be distributed to a large number of participants (Sekaran & Bougie, 2013). Besides that, questionnaire is flexible, quick, accurate, low-cost and effective. As agreed by Zikmund et al. (2013), in a short time, questionnaire can be collected. Hence, using questionnaire as tool of collecting data is less expensive and can be done in a short time. Besides that, in research, deciding the unit of analysis is important. The unit of analysis in this study is individual which is executive of corporate office that located in Penang.

3.3 Population and Sample

The population in this study is executives in a corporate company that located in Penang. According to data obtained from Human Resource department of the company, there are 3800 executives that are currently working in the company in Malaysia. Meanwhile in the branch of the company in Penang, there are 380 executives that are working in the company.

Table 3.1

Total Number of Executives in the Company in Penang

Area	Number of Executives
Jalan Anson	140
Gelugor	50
Bayan Baru	40
Seberang Jaya	70
Bertam	40
Nibong Tebal	40
Total	380

Based on Krejcie and Morgan (1970), if the population, $N=380$, the sample size (S) are 191. Therefore, based on the formula, 32 questionnaires will be distributed to six companies in Penang.

3.4 Measurements

This study adapted the measurements from previous studies because of the validity and reliability (Werniuk, 2006; Leonidou et.al, 2013; Morgan, 2013). This study adapted measurement to measure the independent variables (job satisfaction, workload, role conflict and reward and recognition) and the dependent variable which is job stress. The following sections explain the measurements used.

3.4.1 Job Stress

The measurement originally developed by Parker and DeCotiis (1983) to assess job stress with the reliability value of 0.86. This measurement also has been used by Ugur et al. (2013) with the reliability of 0.88, Karimi et al. (2013) with the reliability of 0.90 while

Jung and Yoon (2014) used the measurement with the reliability of 0.91. The measurement has 13 items that assess job stress.

The items were rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The five-point Likert scale has some advantages. The operational definition and items of job stress are shown in Table 3.2.

Table 3.2

Operational Definition and Items for Job Stress

Operational Definition	Items	Reliability
Job stress is a particular individual's awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the work setting.	<ol style="list-style-type: none"> 1. I have felt fidgety or nervous as a result of my job 2. Working here makes it hard to spend enough time with my family 3. My job gets to me more than it should 4. I spend so much time at work 5. There are lots of times when my job drives me right up the wall 6. Working here leaves little time for other activities 7. Sometimes when I think about my job I get a tight feeling in my chest 8. I frequently get the feeling I am married to the company 9. I have too much work and too little time to do it in 10. I feel guilty when I take time off from job 11. I sometimes dread the telephone ringing at home because the call might be job-related 12. I feel like I never have a day off 13. Too many people at my level in the company get burned out by job demands 	0.86

Source: Parker & DeCotiis (1983).

3.4.2 Job Satisfaction

The measurement was originally developed by Schriesheim and Tsui (1980) to assess job satisfaction. Coefficient alphas ranging from 0.73 to 0.78 have been reported in earlier studies by Tsui, Egan, and O'reilly (1992). These measurements also have been used by Chhabra (2013) with the reliability of 0.77, Khan et al. (2015) with the reliability of 0.81, Labrague et al. (2016) accessed the measurement with the reliability of 0.85 and Clarke and Mahadi (2017) accessed the measurement with the reliability of 0.81. The measurement has six items and were rated on a five-point Likert scale, ranging from 1 (very unsatisfied) to 5 (very satisfied) as shown in Table 3.3.

Table 3.3

<i>Operational Definition and Items for Job Satisfaction</i>		
Operational Definition	Items	Reliability
Job satisfaction refers to employees' attitudes or opinions toward the job itself or the relevant environment and to their overall emotional response to their job roles.	<ol style="list-style-type: none">1. How satisfied are you with the nature of the work you perform?2. How satisfied are you with the person who supervises you [your organizational superior]?3. How satisfied are you with your relations with others in the organization with whom you work [your co-workers or peers]?4. How satisfied are you with the pay you receive for your job?5. How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?6. Considering everything, how satisfied are you with your current job situation?	0.73-0.78

Source: Schriesheim & Tsui (1980)

3.4.3 Workload

The measurement is adapted from Spector and Jex (1998) to assess workload with the reliability value of 0.82. This measurement also has been used by Lin and Kain (2013) with the reliability of 0.83, Fida et al. (2014) with the reliability of 0.83 while Dawson et al. (2015) with the reliability of 0.86. The measurement has five items and were rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) as shown in Table 3.4.

Table 3.4

Operational Definition and Items for Workload

Operational Definition	Items	Reliability
Workload simply represents the sheer volume of work required of an employee.	<ol style="list-style-type: none">1. My job often requires me to work very fast.2. My job often requires me to work very hard.3. My job often leaves me with little time to get things done.4. My job often requires a great deal to be done.5. I often have to do more work than I can do well.	.82

Source: Spector & Jex (1998)

3.4.4 Role Conflict

The measurement originally was developed by Rizzo et al. (1970) to assess role conflict with the reliability value of 0.82. This measurement also has been used by Duygulu et al. (2013) with the reliability of 0.88, Tong et al. (2015) with the reliability of 0.78 , while Nazir et al. (2016) accessed the measurement with the reliability of 0.88. The

measurement has 15 items and were rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) as shown in Table 3.5.

Table 3.5

Operational Definition and Items for Role Conflict

Operational Definition	Items	Reliability
Role conflict is defined in terms of the dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance.	<ol style="list-style-type: none"> 1. I have enough time to complete my work. 2. I perform tasks that are too easy or boring. 3. I have to do things that should be done differently. 4. I am able to act the same regardless of the group I am with. 5. I work under incompatible policies and guidelines. 6. I receive an assignment without the manpower to complete it. 7. I have to buck a rule or policy in order to carry out an assignment. 8. I receive assignments that are within my training and capability. 9. I have just the right amount of work to do. 10. I work with two or more groups who operate quite differently. 11. I receive incompatible requests from two or more people. 12. I do things that are apt to be accepted by one person and not accepted by others. 13. I receive an assignment without adequate resources and materials to execute it. 14. I work on unnecessary things. 15. I perform work that suits my values. 	0.82

Source: Rizzo et.al, (1970)

3.4.5 Rewards and Recognition

The measurement was originally developed by Spector (1985) to assess reward and recognition with the reliability value of 0.91. This measurement also has been used by Russo and Buonocore (2013) with the reliability of 0.84 and Bouranta (2013) accessed

the measurement with the reliability of 0.70. The measurement has 13 items and were rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) as shown in Table 3.6.

Table 3.6

Operational Definition and Items for Reward and Recognition

Operational Definition	Items	Reliability
An activity to reward employees for their commitment to the organizations.	<ol style="list-style-type: none"> 1. I feel I am being paid a fair amount for the work I do. 2. I am not satisfied with the benefits I receive. ® 3. When I do a good job, I receive the recognition for it that I should receive. 4. Raises are too few and far between. ® 5. There is really too little chance for promotion on my job. ® 6. Those who do well on the job stand a fair chance of being promoted. 7. The benefits we receive are as good as most other organizations offer. 8. The benefit package we have is equitable. 9. There are few rewards for those who work here. ® 10. I feel unappreciated by the organization when I think about what they pay me. ® 11. I feel satisfied with my chances for salary increases. 12. I don't feel my efforts are rewarded the way they should be. ® 13. I am satisfied with my chances for promotion. 	0.91

Source: Spector (1985)

3.5 Pilot Test

Pilot test is a survey for a small scale research through collecting data from small group of respondents to measure the reliability of instruments (Zikmund et al., 2013). Pilot test was described as an introductory study that conducted in a small scale before the correct samples used for the actual research.

The pilot study is useful to find data transparency from the trial by a small group of individuals. The data transparency derives from reliability test that resulted consistency of the measurement. If the measurement produces same results, therefore, high reliability can be obtained. Quantitative measurements methods are adopted by testing the questionnaires in determine the reliability through pilot study.

Cronbach's Coefficient Alpha (α) will be used to determine the reliability of the questionnaire. In order to produce quality studies, the data accuracy should be obtained with the higher reliability degree of the instrument. To identify the measurements internal consistency, Cronbach's alpha is used. The normal reliability ranges for Cronbach's alpha are between 0 and 1. The instrument with coefficients (α) closer to 1 are considered to have better reliability. The value range 0.8 are considered to have good reliability and reliability are considered poor when the coefficients (α) less than 0.7. Thus, the questionnaire items identified reliable if the Cronbach's coefficients (α) more than 0.7.

The questionnaire items are considered unreliability if the coefficients (α) less than 0.6 (Sekaran & Bougie, 2013). Before data being processed, data is cleared from any errors and negative items that have been recoded (recode 1 = 5, 2 = 4, 3 = 3, 4 = 2, and 5 = 1). In this study, the certain items in reward and recognition have been negatively formed such as “I am not satisfied with the benefits I receive”, “Raises are too few and far between”, “There are few rewards for those who work here”, “I feel unappreciated by the organization when I think about what they pay me” and “I don't feel my efforts are rewarded the way they should be”.

Then, pilot study was conducted for 30 respondents in companies in Perak. The respondents for pilot test will be excluded in actual data collection as to avoid data discrepancies. The consistency of Cronbach's Alpha for each variable was measured and showed in Table 3.7. The results of coefficients (α) are range from 0.80 to 0.86. Cronbach's alpha for job stress showed is 0.84, job satisfaction is 0.86, workload is 0.82, role conflict is 0.80 and reward and recognition is 0.80. Each questionnaires items is valid because the Cronbach's alpha is greater than 0.7. So, the data in this study are reliable and acceptable.

Table 3.7

Reliability test for Pilot Test

Variables and Dimensions	Number of Items	Cronbach's Alpha
Dependent variable		
Job Stress	13	.84
Independent Variable		
Job Satisfaction	6	.86
Workload	5	.82
Role Conflict	15	.80
Reward and Recognition	13	.80

3.7 Data Collection Procedure

Data collection is a method of finding information from primary or secondary sources (Sekaran and Bougie, 2013). Primary data was obtained through questionnaire in the hard copy form. It is about 192 hard copy questionnaires (Refer Appendix 1A) were distributed to employees. It was an effective approach because researcher is able to collect the questionnaire forms immediately. It takes almost two weeks to complete the entire collection process due to different companies at different places. The respondents were given a day to return questionnaires but only 72.9% of questionnaire forms were returned, so total respondent who returned the survey forms is 140 respondents. The data collection process was started between ends of January 2019 until mid-February 2019.

3.8 Technique of Data Analysis

Data collected from the survey were analyzed using Statistical Package for Social Science (SPSS) software version 24. The questionnaire results were summarized into

statistical analysis which consists of descriptive analysis, correlation analysis and regression analysis.

3.8.1 Descriptive Analysis

Transforming data of general characteristic is descriptive analysis. Zikmund et al. (2013) described that descriptive analysis measure mean, medians, modes, variance, range, and standard deviation. In this study, descriptive analysis were used to describe and summarize the variables (dependent and independent variables) under study.

3.8.2 Correlation Analysis

To measure the strength and significance relationship between variables, correlation analysis will be used (Sekaran & Bougie, 2013). In the correlation analysis, Pearson correlation coefficient (r) is used to show the relationship between independent variables (job satisfaction, workload, role conflict and reward and recognition) with dependent variable, job stress. There is a positive linear relationship if the values range closed to +1 and negative relationship if the value of r closed to -1. However, if the value of r closed to 0 there is no linear relationship or weak relationship between the two variables.

3.8.3 Regression Analysis

To identify the relationship between dependent variable and independent variables, regression analysis will be used. In this study, a regression test is used to determine the relationship between job satisfaction, workload, role conflict, reward and recognition and job stress. Multiple Regression Analysis is used in this study to identify which independent variables have more influence with job stress.

3.9 Conclusion

This chapter focused on research methodology that was used for collection of data, analyze of data and interpretation. Questionnaires were used to get the response from the respondents. Systematic Random Sampling was used as sampling technique. The pilot testing for 30 respondents was distributed to check the reliability of the instruments. The data analysis used was descriptive, correlation and regression analysis. The next chapter will reveal findings of data collection and also analysis of data.

CHAPTER 4

FINDINGS

4.1 Introduction

In this chapter, the results of the data analysis from this study were presented. The first sections in this chapter reveal the normality of the data. Then, second sections present the respondents' profile. The third sections indicate the reliability and validity results. The results of hypothesis testing are highlighted in section four. The final section summarizes the findings.

4.2 Response Rate

A total of 192 (100%) questionnaires were distributed but only 140 (72.9%) questionnaires were returned and 10 (5.21%) were incomplete. Thus, only 130 (67.7%) questionnaires were used for analysis in this chapter. A summary of the response rate is shown in Table 4.1.

Table 4.1
Response Rate of Questionnaires

	Number of questionnaires	Percentage
Total questionnaires distributed	192	100%
Total returned questionnaires	140	72.9%
Total unusable questionnaires	10	5.21%
Total useable questionnaires	130	67.7%

4.3 Data Screening

Before data analysis, the raw data were screened to check for errors. It is rather easy to make mistakes when entering the data into SPSS, and the errors impact the analysis. Thus, the data were screened for potential errors. The process involved few procedures namely reverse coding, detecting outliers and descriptive analysis and assessing normality. These procedures are discussed in the following sections.

4.3.1 Reverse Coding

Reverse coding of negative items in the measurement was the first procedure done in this study. To reverse negative items means to reverse the reactions of the negative items to positive items to ensure that the entire item has the same type of reactions. To reverse the code, transform function can be used. In this study, reward and recognition had six negative items. Those items are item 2 (I am not satisfied with the benefits I receive), item 4 (raises are too few and far between), item 5 (there is really too little chance for promotion on my job), item 9 (there are few rewards for those who work here), item 10 (I feel unappreciated by the organization when I think about what they pay me) and item 12 (I don't feel my efforts are rewarded the way they should be). Those items were rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). By using the transformation function, those items were reverse coded to make sure they had similar reaction to the rest of the items for reward and recognition.

4.3.2 Descriptive Statistics and Normality Test

The Cronbach's alpha reliability test was used to observe each variables measurement in the questionnaires. As shown in Table 4.2, the alpha coefficient of job stress is 0.883, job satisfaction is 0.886, workload is 0.897, role conflict is 0.885 and reward and recognition is 0.884. According to Sekaran and Bougie (2013), if the result is higher than 0.7, then the measurement are acceptable. Therefore, the result's Cronbach's alpha revealed in Table 4.3 showed that the value for all items are higher than 0.7.

Table 4.2
Test of Reliability for the research variables

Variables	Cronbach's Alpha	Number of Item
Job Stress	0.83	13
Job Satisfaction	0.86	6
Workload	0.89	5
Role Conflict	0.85	15
Reward and Recognition	0.84	13

To check if the data were normally distributed or not, test of normality were used. The 5-point Likert Scale was used in the measurement of this study. 1 indicates strongly disagree whereas 5 indicates strongly agree. The test of normality also ensures that the findings are accurate, reliable and valid. According to Kim (2013), to figure out the normality of the study is by finding out the skewness and kurtosis. Skewness is to

calculate the equality of the data and kurtosis is quantifying the apex of a data distribution (Kim, 2013).

According to Kim (2013), the z-analysis must be used in order to ascertain skewness and kurtosis. When skewness or kurtosis values were divided with their standard errors, a z-value could be acquired (Kim, 2013). For sample that is more than 50 and less than 300, the z-value of kurtosis and skewness should be smaller than 3.29 (Kim, 2013). With reference to Table 4.3, all the data demonstrated normality because the z-scores of skewness and kurtosis are less than 3.29. Refer to appendix 3 for skewness, kurtosis, standard error for skewness and standard error for kurtosis.

While for the descriptive analysis results of the mean and standard deviation of job stress, job satisfaction, workload, role conflict and reward and recognition also was shown in Table 4.3. Job stress showed that mean value of 4.55 and standard deviation value of 0.68. While job satisfaction's mean value is 3.01 and standard deviation value of 1.01. Workload showed a mean value of 4.64 and standard deviation value of 0.69 while role conflict showed a mean value of 4.29 and standard deviation value of 0.67. On the other hand, reward and recognition showed mean value of 4.10 and a standard deviation value of 0.74. This result showed that mean of all the variables are greater than 4 except for job satisfaction, while for standard deviation is greater than 0.6.

Table 4.3

Skewness and Kurtosis for Dependent and Independent Variables

Variables	Mean	Standard Deviation	Z scores skewness	Z scores kurtosis
Job Stress	4.55	.68	-2.033	1.844
Job Satisfaction	3.01	1.01	3.094	-1.164
Workload	4.64	.69	-3.151	2.869
Role Conflict	4.29	.67	-1.995	-1.787
Reward and Recognition	4.10	.74	-0.915	-0.980

Note: Standard error for skewness 0.212; Standard error for kurtosis 0.422

4.4 Profile of the Respondent

Respondents' profile is important in giving the responses towards the research. Gender, age, education, position, tenure and grade are included in the demographic variables. As shown in Table 4.4, from the responses recorded, 72 respondents (55.4%) are female staffs while 58 (44.6%) are male staffs. The highest number of respondents is 54 (41.5%) are from ages 30 to 39. Meanwhile, in terms of education, 88 respondents (67.7%) had degree qualification. The highest respondents are from executive position which is 90 respondents (69.2%). For tenure, 38 respondents (29.2%) had worked in the industry for 11-15 years and 93 respondents (71.5%) is in grade of E12-E14.

Table 4.4

Demographic Profile of Respondents

Demographic Profile		Frequency (N=130)	Percentage (%)
Gender	Female	72	55.4
	Male	58	44.6
Age	20-29	30	23.1
	30-39	54	41.5
	40-49	36	27.7
	50 and above	10	7.7
Education	Diploma	32	24.6
	Degree	88	67.7
	Masters/PhD	10	7.7
Position	Managerial	10	7.7
	Executive	90	69.2
	Assistant Executive	30	23.1
Tenure	Less than 5 years	30	23.1
	6-10 years	26	20.0
	11-15 years	38	29.2
	16-20 years	26	20.0
	20 years and above	10	7.7
Grade	E15-E17	10	7.7
	E12-E14	93	71.5
	E07-E08	27	20.8

4.5 Statistical Test

To examine the variable's relationship and the influential, statistical test are used.

Pearson correlation and multiple regression analysis were used to determine the

relationship between job stress, job satisfaction, workload, role conflict, reward and recognition.

4.5.1 Correlation Analysis

Based on Table 4.5, Pearson correlation analysis indicated workload and role conflict have significant positive relationship with stress. On the other hand, job satisfaction has significant negative relationship with job stress and reward and recognition has no significant relationship with job stress. The highest correlation coefficient is shown between workload and job stress and ($r = .959$) and followed by role conflict with the correlation coefficient of ($r = .638$). While job satisfaction showed the negative correlation coefficient with job stress ($r = -.631$). For reward and recognition, there is no significant relationship with job stress with correlation coefficient of ($r = -.043$).

Table 4.5
Pearson correlation analysis of the variables

Variables	Job Stress	Job Satisfaction	Workload	Role Conflict
Job Satisfaction	-.631**			
Workload	.959**	-.612**		
Role Conflict	.638**	-.102	.753**	
Reward and Recognition	-.043	.228**	-.146	-.171

** $p \leq 0.01$

4.5.2 Multiple Regressions

Multiple regression is a technique utilized to measure the influence of multiple independent variables on a dependent variable (Bryman, 2008). The regression test is used to examine whether independent variables namely job satisfaction, workload, role conflict and reward and recognition influence the dependent variable, job stress. According to Zikmund et al. (2013) multiple regression analysis can be utilized to identify if the independent variables influence the dependent variable.

As shown in Table 4.6, a multiple regression was carried out to investigate whether job satisfaction, workload, role conflict and reward and recognition influence job stress. The results of the test indicated that the R square is 0.945 which means that 94.5% of the variance in the dependent variable is explained by the independent variables. Thus, from the regression analysis, it was found that workload, role conflict and reward and recognition influence job stress.

Table 4.6

Multiple Regressions for research variables

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	SE	Beta	t	Sig.
Constant	-.124	.186		-.670	.504
Job Satisfaction	.024	.026	.035	.903	.368
Workload	1.126	.056	1.153	20.074	.000
Role Conflict	-.214	.046	-.213	-4.610	.000
Reward and Recognition	.073	.021	.081	3.562	.001
R = 0.972 R ² = 0.945 F = 536.268 **p ≤ 0.05					

Therefore, based on the results in Table 4.6, hypothesis 1 is job satisfaction does influence job stress is not supported ($\text{Beta}=0.035$; $p>0.05$). For hypothesis 2, whether workload influences job stress or is supported ($\text{Beta}=1.153$; $p=0.000$). Hypothesis 3, role conflict influence job stress is also supported ($\text{Beta}=.213$; $p=0.000$). The last hypothesis, hypothesis 4 whether reward and recognition influence job stress or not is also supported ($\text{Beta}=0.081$; $p=0.001$). Hence, three out of four hypotheses are supported. Table 4.7 shows the summary of findings.

Table 4.7

Summary of Analyses Results

No	Hypothesis	Results
H1	Job Satisfaction influence Job Stress.	Not Supported
H2	Workload influence Job Stress	Supported
H3	Role Conflict influence Job Stress	Supported
H4	Reward and Recognition influence Job Stress	Supported

4.6 Conclusion

This chapter revealed the results of the study. Frequency statistics, descriptive statistics, normality test, Cronbach's alpha, Pearson correlation, and multiple regression analysis were utilized in the analysis. It showed the relationship of the variables as well as its significance and the reliability of the measurement scales used in the questionnaire. The next chapter will discuss the findings of the study.



CHAPTER FIVE

DISCUSSIONS

5.1. Introduction

This chapter devotes to discuss the findings of this study. Sections below include the recapitulation of the study, discussions of findings, implications of the study, limitations of the study and suggestions for future study. The conclusion of this study is presented in the last section.

5.2 Recapitulation of the study

This study aims to identify whether job satisfaction, workload, role conflict and rewards and recognition influence job stress or not. This study was aimed to answer the following research questions:

- i. Does job satisfaction influences job stress?
- ii. Does workload influences job stress?
- iii. Does role conflict influences job stress?
- iv. Do reward and recognition influence job stress?

Based on the findings presented in chapter four, four research questions are summarized as below:

- i. The result showed that job satisfaction does not influence job stress
- ii. The result discovered that workload influence job stress
- iii. The result indicated that role conflict influence job stress
- iv. The result found that reward and recognition influence job stress.

5.3 Discussions of Findings

The sections below discussed the objectives of the research and discussed the hypothesis that was developed.

5.3.1 The relationship between job satisfaction and job stress

Based on the result (refer Table 4.6), there is no significant relationship between job satisfaction and job stress, hence job satisfaction does not influence employees' job stress. This finding is inconsistent with the previous studies as discussed below.

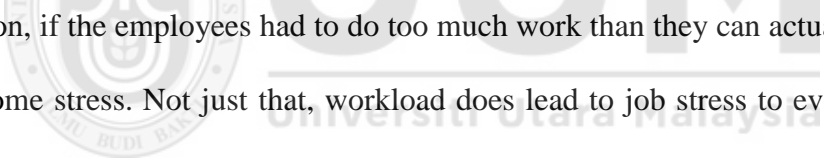
As stated by Klassen and Chiu (2010) in their research, relationship between job satisfaction and job stress is negative. It is because if employees are satisfied with their job, the level of their job stress is low (Klassen & Chiu, 2010). In the same vein, Reilly et al. (2014) in their research also found that job satisfaction is negatively correlate with job stress. This conveys that decreased of job satisfaction was led by increased job stress

(Borg & Falzon, 1989). When an individual is satisfied with the physical environment and career opportunities, rewards and job security, management style and job enrichment offered by the organization, he or she tend to have lower level of job stress (Trivellas et.al, 2013). The same findings were reported by previous researchers (Blegen, 1993; Stewart & Arklie, 1994; Healy & McKay, 2000; Lu, Chang & Wu, 2007) that job stress and job satisfaction have negative relationship. If employees do not satisfied with their job and showed the behavior of feeling exhausted, does not achieved their or organization goals, have low self-esteem and lose their self-efficacy, employees have a tendency to have greater stress (Skaalvik & Skaalvik, 2015). In another words, in this study, job satisfaction does not influence job stress as shown in previous studies. Referring to the background profile of respondents, in terms of tenure, majority of executive staff in this company have long tenure with their respective company. This indicates that job satisfaction is not a major issue in this company that lead to job stress.

5.3.2 The relationship between workload and job stress

The Pearson Correlation result (refer Table 4.5), showed that workload have the highest positive relationship with job stress with ($r = .959$, $p \leq 0.01$). The multiple regression analysis result (refer to Table 4.6) indicated that workload influence employees' job stress. This significant result showed that when an employee is doing more work than he or she should do, he or she will have greater stress. This result is consistent with previous findings as discussed below.

According to Warraich, Ahmed, Nawaz, and Khoso (2014) found that workload as the prime reasons of causing job stress in employees that leads to reduced employee efficiency. As supported by Montgomery, Blodgett and Barnes (1996), employees experienced higher level of stress caused by workload especially when there are competitions in the workplace and higher demands by organization to achieve the organization goals. Besides stress, workload also can lead to mental illness when employees are overstressed (Houdmont, Cox & Griffiths, 2010). Heavy workload even for a short-term period can cause additional stress to an individual and if it is prolonged, it also can bring serious damage to the well-being of the employees and sustainability of the company (Ishak, 2013).



In addition, if the employees had to do too much work than they can actually handle, they will become stress. Not just that, workload does lead to job stress to every work sector. As Saha, Sinha and Bhavsar (2011) found out in their research about healthcare employees, workload does influence employees' job stress. Furthermore, Abbas and Roger (2013) also found out that workload have positive relationship with work stress amongst the lecturer. Extra administrative works, time constraint, impractical deadlines and increasing number of student enrollment increased the lecturers' workload and automatically creating stress (Taris & Feij, 2004; Gillespie et.al, 2001). Besides that, Catano et.al, (2010) also revealed that Canadian academicians were experiencing high level of stress because of the high level of workload. Moreover, research by Yunus and Mahajar (2011) indicated that workload have significant positive relationship with job stress. Ali et.al, (2014) also revealed that workload, role conflict and poor monetary

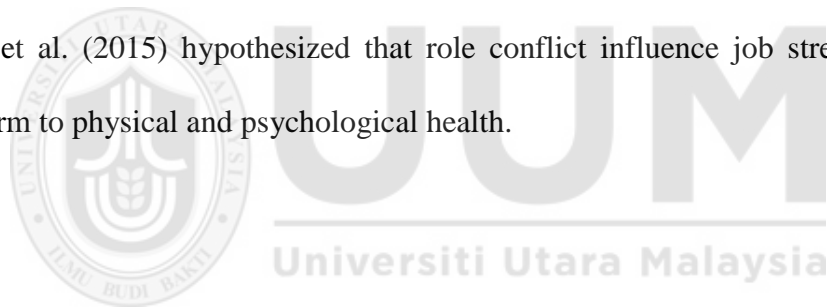
rewards influence job stress among employees. Therefore, from the prior research, as mentioned in hypothesis two, this study revealed that workload does influence job stress.

Based on preliminary interview conducted among few executive level staff, they reported feelings of psychological and emotional distress and a reduction in their overall levels of well-being due to over workload. These effects were found to be less severe when employees felt the organization placed a high level of value on their work and gave them a sense of control over their circumstances. Negative effects were more severe when employees felt not only overworked but also powerless and not valued by the organization. In this situation, besides having stress employee also felt demoralize and indirectly lead to low performance.

5.3.3 The relationship between role conflict and job stress

The Pearson Correlation result (refer Table 4.5), showed that role conflict have positive relationship with job stress with ($r = .638, p \leq 0.01$). The multiple regression analysis result (refer to Table 4.6) indicated that job stress among employees does influenced by role conflict. This result tell us that among employee in this GLC company they do have role of conflict in their job responsibilities, roles are poorly defined, incompatible roles are performed, or expected roles don't match those of another. This situation will lead to job stress indirectly. Beside that the results show consistency with previous findings as discussed below.

Individuals that perceived incongruence with the surroundings may undergo more hesitation and have more conflict and uncertainty at work (Rizzo et al, 1970). A research by Shirom et al. (1973) concluded that role conflict influence job stress of the employees. As supported by Idris (2011), role conflict is one of the stressors that were created by conflicting expectation and work demands. Role conflict happens if there is inconsistency between those who perceived by the role senders and expected behaviors perceived by the person (Katz & Kahn, 1978). This is supported by Lobodzinska (1996) when he found in his research in Poland that role conflict influence job stress among elementary school teachers and bankers. Ivancevich and Matteson (1990) stressed out that serious cardiovascular problem like high blood pressure was resulted by role conflict. While Yahaya et al. (2015) hypothesized that role conflict influence job stress and also can bring harm to physical and psychological health.



Besides that, Montgomery, Blodgett and Barnes (1996) also concluded that role conflict influence job stress among the salesperson. This is supported by research done by Boles and Babin (1996) agreed that the feeling of employee in incompatibility in job requirements involves with role conflict that arise if employees was pressured to take actions in something that they are not used to do or afraid by supervisors' suggestion that is inconsistent with customers' demand. Adding to the facts, Murphy (1995) agreed that employees' level of responsibility in the office is employees' role in the organization. Therefore, when an employee needs to multitask from multi supervisor, it will lead to stress (Colligan & Higgin, 2005). Ali et al. (2014) also found that workload, role conflict and poor monetary rewards influence job stress among employees.

Numerous researchers (Barnett & Gareis, 2006; Westman, 2001) concluded that role conflict have significant relationship with job stress. Decreasing in the job performance and increasing in job stress will occur when there are increasing in role conflict (Ling, 2014). Therefore, from the previous study, this study found out that role conflict does influence job stress. During the preliminary interview, executive staff also raised up the issue of receiving many instructions and sometimes the instructions are conflicting that caused them stress to response to which of which.

5.3.4 The relationship between reward and recognition and job stress

The Pearson Correlation result (refer Table 4.5), showed that reward and recognition do not indicate relationship with job stress with ($r = -0.43$, $p > 0.05$). However, the multiple regression analysis result (refer to Table 4.6) indicated that reward and recognition does influence employees' job stress. When an employee is receiving less rewards than the effort he or she gave, he or she tend to experience job stress. The result of this study is consistent with previous findings as discussed below.

The effort-reward imbalance model by Siegrist and Peter (1996) suggested that low rewards including recognition, salary and career promotion, and incongruity between effort at work and level of commitment will lead to stress (Siegrist & Li, 2016). Research model by Hackman and Oldham (1976) also proposed that fairness of rewards has a direct influence on job stress (Chen & Lien, 2011). Besides that, perception of appropriate rewards, professional recognition and appreciation also resulted to less fatigue, which is one of the symptoms of job stress (Adriaenssens, 2010).

Less of reward is a resilient factor of job stress as it mirrors an inequality between costs and achievements that can become a cumulative source of frustration and distress (Demerouti et al, 2000; Fahlén et al, 2006; Siegrist, 2008; Adriaenssens, 2010).

On top of that, Catano et al. (2010) found that unfairness rewards affect employees' job stress. Unfairness rewards is employees' perception of unfair reward distribution such as rewards that do not match employees' effort, responsibilities or experience (Catano et.al, 2010). Limm et.al, (2011) also concluded that when employees give high effort at work but receive low reward, job stress will occur. This study confirmed the previous studies that rewards and recognition influence job stress.

5.4 Implication of the study

This section discuss the implication of this study to the stakeholders involved namely to employees, organization, industry and government. Implication of this study to the employees the finding shows workload is the most variable lead to job stress. For organization they need to look into how to manage employees align with their duties. As this company is under Ministry of Energy, Science, Technology, Environment & Climate Change (MESTECC) have to ensure this company drive the clear direction to their employees.

5.4.1 Theoretical Implication

This study has been able to examine factors influencing job stress from job stress and health model and effort-reward model. This study has contributed in the field of research on job satisfaction, workload, role conflict, reward and recognition and job stress.

This study showed that workload, role conflict and reward and recognition did have influence on job stress. This study contributes to job stress and health model and reward-effort model.

5.4.2 Practical Implication

Based on the findings, it helps the employer to understand factors that influence job stress among employees in this company. The results revealed that workload, role conflict and reward and recognition did influence job stress among employees. Employees, management and government can use this study as a guideline to improve and cure the employees' level of job stress.

For employees, exercises will be the greatest way to fight stress. It might seem odds, but exercise can relieve mental stress from job stress because exercise and other physical activity produce endorphins chemicals in the brain that act as natural painkillers and also improve the ability to sleep, which in turn reduces stress. Compared to people who exercise regularly, anxiety always come to people that do not exercise. Exercise can also improve sleep quality, confidence, and decreased the stress hormone in the body. Besides

exercise, it is important for an individual to spend quality time with their loved ones. By spending quality time with friends and family, sense of belongings and self-worth will be created and that can help an individual during their tough times. An individual also must learn to say 'no' in order for them to avoid unnecessarily things that will add to the workload. This will cause work life balance. Most importantly, an employee also must avoid procrastination at all cost to avoid stress in the future. Procrastination can cause stress and affect sleep and health because procrastination leads to reactive behavior because there are lots of delayed works to do will also lead to heavy workload. Time management is also important and can avoid stress if the employee is smart in managing their time in order to complete their task.

On the other hand, by understanding factors that could affect job stress, Human Resource in this organization should have the strategy to build the good relationship with their employee in order to achieve their vision and mission. They must have social activities among employee and employer that can help improve the job stress experienced by employees. To help create a positive work environment, organization should execute plans to reduce or prevent stress. Organization should encourage workplace wellness in the office. They must come with total wellness program and also a policy which there must be activity for one hour in a week. For example, every Thursday from 4pm to 5pm all the employees need to have activities involve employee and employer at their workplace. Employers also should encourage the employees to take a walk during lunch hour, bring in a yoga instructor from time to time or maybe subsidize gym membership for every employee. Organization also can offer healthy snacks during work at the

workplace. Beside that in every 6 month Human Resource department must come out with the survey on how to identify the level stress among their employees. This is for employers identify and to recognize sign of employees' depression and psychological stress at their organization. Another suggestion is organization also can offer flexible working hours and remote working to the employees. By giving flexibility for start and end times of working hours and allowing employees to work from home, employees tend to believe that the organization trust them in delivering their work. Employers also can encourage social activity between employees and employer. The more comfortable the employees, the less stressed out they will feel.

Besides that, this study can provide better understanding for government to reduce job stress among employees in Malaysia. For this GLC company they are under Ministry of Energy, Science, Technology, Environment & Climate Change (MESTECC). Their top management should have engagement with the Ministry to implement better rules and regulations for all organizations under GLC companies to follow in order to reduce the job stress. There are no specific rules and regulations or Act of Parliament in Malaysia about job stress except in labor laws. Government should make a specific rule and regulation about job stress that was experienced by Malaysian in order to reduce the stress. When there are specific rules and regulations, organization must abide to the law and that can help improving employees' job stress.

5.5 Limitation of the Study

Limitations of the study are constraints that are beyond control that may affect the research result. The limitations of the study include the following:

First, this study was conducted in only one state in Malaysia which is Penang and does not include all companies in Malaysia. Therefore, the result may not reflect the same job stress issues in other companies in another state in Malaysia.

Secondly, there were only four factors chosen for this study namely job satisfaction, workload, role conflict and reward and recognition. Thus, it restricts to represent factors that influence job stress. There are other factors that can influence job stress as well such as organizational climate, social support, supervisory communication, organizational culture, emotional intelligence and organizational resources.

Third, limitation is related to the data collection method. The results cannot be generalized because 130 respondents may not represent the total populations. Besides, only one type of corporate office is surveyed in this study. Different type of companies and industry may reveal different result.

5.6 Suggestions for Future Research

The four independent factors that are job satisfaction, workload, role conflict and reward and recognition in this study may not provide full explanation to understand the influence of job stress in the organization. Factors that possibly would give strong impact to the job stress such as organizational climate, organizational culture, emotional intelligence, organizational resources, social support and supervisory communication could be taken as future studies related to job stress.

Besides that, the study was conducted only in one type of company and one state in Malaysia. The study cannot be generalized to all employees in Malaysia. Future researcher should expand the sample or respondent to another state that have more organizations like Johor Bharu and Kuala Lumpur.

On top of that, future research also should study different industry such as manufacturing and service industries. Different industry would produce different result because the work culture and knowledge are different. Besides that, the levels of employees dealing with job stress are also different.

5.7 Conclusion

In a nutshell, objective indicated in chapter one achieved. First, the result showed job satisfaction does not influence job stress. The second objective, workload does influence job stress. Next objective, role conflict does influence job stress. The last objective, reward and recognition do influence job stress.

Thus, it is important to look into other variables that could be the influence of job stress. Therefore, the organization should examine and find ways to reduce job stress by encouraging employees to live a balance life and have social activity after work. This effort can be done through supervisor or manager as the communicator or agent to create policies where employees feel they belong to the organization.

Finally, all individuals (employees, managers, organization, stakeholders, and human resource) should play their roles to reduce employees' job stress and increase the level of employees' job satisfaction.

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Appendix 1

Questionnaire



UNIVERSITI UTARA MALAYSIA

Dear respected respondents,

I am Norzarafina binti Abdul Malek, a Master student from College of Business, Universiti Utara Malaysia (UUM). I am conducting a research on 'Factors Affecting Job Stress Among Executive Employees At A GLC In Penang'. This research is the fulfillment of Master in Human Resource Program.

All of the information gained is crucial to assist me to complete my theses. I would appreciate if you could spare 15 minutes of your time to complete this questionnaire. All information given by the respondent will be classified as CONFIDENTIAL. All responses given will remain confidential and will be used for academic purposes only.

Thank you for your cooperation.

Norzarafina binti Abdul Malek,

Master in Human Resource Management

School of Business Management

Section A

Please tick (✓) the best answer that fit you.

Gender

Female ☐

Male ☐

Tenure

Less than 5 years ☐

6-10 years ☐

11-15 years ☐

16-20 years ☐

>21 years ☐

Age

20-29 years old ☐

30-39 years old ☐

40-49 years old ☐

>50 years old ☐

Position

Managerial ☐

Executive ☐

Assistant Executive ☐

Educational Qualification

Diploma ☐

Degree ☐

Master/PhD ☐

Executive grade

E15 – E17 ☐

E12 – E14 ☐

E07 – E 08 ☐

Section B

Please read the following statements, and circle (O) the answer that best explains your opinion.

		Strongly Disagree	<div>→</div>				Strongly Agree
1	I have felt fidgety or nervous as a result of my job.	1	2	3	4	5	
2	Working here makes it hard to spend enough time with my family.	1	2	3	4	5	
3	My job gets to me more than it should.	1	2	3	4	5	
4	I spend so much time at work.	1	2	3	4	5	
5	There are lots of times when my job drives me right up the wall.	1	2	3	4	5	
6	Working here leaves little time for other activities.	1	2	3	4	5	
7	Sometimes when I think about my job I get a tight feeling in my chest.	1	2	3	4	5	
8	I frequently get the feeling I am married to the company.	1	2	3	4	5	
9	I have too much work and too little time to do it in.	1	2	3	4	5	
10	I feel guilty when I take time off from job.	1	2	3	4	5	
11	I sometimes dread the telephone ringing at home because the call might be job-related.	1	2	3	4	5	
12	I feel like I never have a day off.	1	2	3	4	5	
13	Too many people at my level in the company get burned out by job demands.	1	2	3	4	5	

Section C

Please read the following statements, and circle (O) the answer that best explains your opinion.

		Very Unsatisfied	→				Very Satisfied
1	How satisfied are you with the nature of the work you perform?	1	2	3	4	5	
2	How satisfied are you with the person who supervises you [your organizational superior]?	1	2	3	4	5	
3	How satisfied are you with your relations with others in the organization with whom you work [your co-workers or peers]?	1	2	3	4	5	
4	How satisfied are you with the pay you receive for your job?	1	2	3	4	5	
5	How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?	1	2	3	4	5	
6	Considering everything, how satisfied are you with your current job situation?	1	2	3	4	5	

Section D

Please read the following statements, and circle (O) the answer that best explains your opinion.

		Strongly Disagree	→				Strongly Agree
1	My job often requires me to work very fast.	1	2	3	4	5	
2	My job often requires me to work very hard.	1	2	3	4	5	
3	My job often leaves me with little time to get things done.	1	2	3	4	5	
4	My job often requires a great deal to be done.	1	2	3	4	5	
5	I often have to do more work than I can do well.	1	2	3	4	5	

Section E

Please read the following statements, and circle (O) the answer that best explains your opinion.

		Strongly Disagree	→				Strongly Agree
1	I have enough time to complete my work.	1	2	3	4	5	
2	I perform tasks that are too easy or boring.	1	2	3	4	5	
3	I have to do things that should be done differently.	1	2	3	4	5	
4	I am able to act the same regardless of the group I am with.	1	2	3	4	5	
5	I work under incompatible policies and guidelines.	1	2	3	4	5	
6	I receive an assignment without the manpower to complete it.	1	2	3	4	5	
7	I have to buck a rule or policy in order to carry out an assignment.	1	2	3	4	5	
8	I receive assignments that are within my training and capability.	1	2	3	4	5	
9	I have just the right amount of work to do.	1	2	3	4	5	
10	I work with two or more groups who operate quite differently.	1	2	3	4	5	
11	I receive incompatible requests from two or more people.	1	2	3	4	5	
12	I do things that are apt to be accepted by one person and not accepted by others.	1	2	3	4	5	
13	I receive an assignment without adequate resources and materials to execute it.	1	2	3	4	5	
14	I work on unnecessary things.	1	2	3	4	5	
15	I perform work that suits my values.	1	2	3	4	5	

Section F

Please read the following statements, and circle (O) the answer that best explains your opinion.

		Strongly Disagree	→				Strongly Agree
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	
2	I am not satisfied with the benefits I receive.	1	2	3	4	5	
3	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	
4	Raises are too few and far between.	1	2	3	4	5	
5	There is really too little chance for promotion on my job.	1	2	3	4	5	
6	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	
7	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	
8	The benefit package we have is equitable.	1	2	3	4	5	
9	There are few rewards for those who work here.	1	2	3	4	5	
10	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	
11	I feel satisfied with my chances for salary increases.	1	2	3	4	5	
12	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	
13	I am satisfied with my chances for promotion.	1	2	3	4	5	

Thank you for your support and cooperation.

Appendix 2

Skewness and Kurtosis Result

	MEANSTRESS	MEANJS	MEANW	MEANRC	MEANRR
N Valid	130	130	130	130	130
Missing	0	0	0	0	0
Mean	4.5550	3.0077	4.6400	4.2841	4.1018
Median	5.0000	3.0000	5.0000	4.0000	4.3846
Std. Deviation	.67421	1.00577	.69031	.67020	.74063
Skewness	-.431	.656	-.668	-.423	-.194
Std. Error of Skewness	.212	.212	.212	.212	.212
Kurtosis	.778	-.491	1.211	-.754	-.414
Std. Error of Kurtosis	.422	.422	.422	.422	.422

